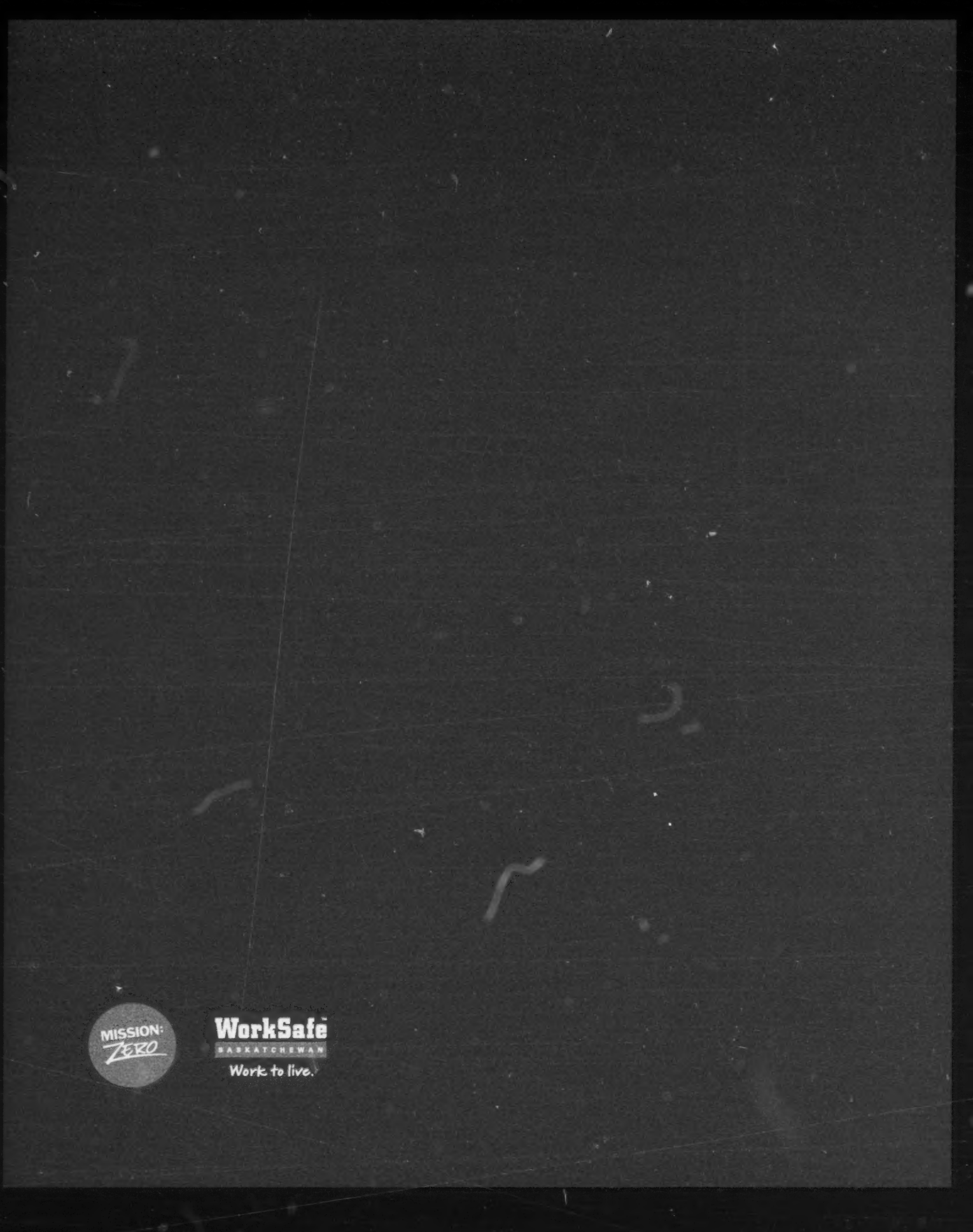
2015 wcb | Saskatchewan Workers' Compensation Board

STAKEHOLDERS REPORT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Our 2015 Year at a Glance gives a high level overview of some of the major accomplishments and challenges we faced throughout the year.

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Year at a Glance

	2015	2014	2013	2012	2011
Number of workers covered [1]	**405,784**	402,894	398,774	385,856	377,004
Time Loss injury rate (per 100 workers) [2]	**2.07**	2.41	2.54	2.79	3.05
Total injury rate (per 100 workers) [2]	**6.30**	6.99	7.80	8.65	8.73
Number of claims reported	**32,577**	35,836	37,731	39,343	39,689
Number of Time Loss claims accepted [2]	**8,417**	9,715	10,116	10,774	11,516
Fatal claims accepted [3]	**32**	39	35*	60*	37*
Average duration in days [4]	**38.92**	37.01	34.88	38.89	34.44
Active employer accounts [5]	**47,956**	46,656	45,649	43,611	41,972
Average premium rate [6] (per $100 of insurable earnings)	**1.46**	1.51	1.58	1.60	1.61
Number of appeals filed					
Appeals Department	**1,139**	1,070	1,006	841	940
Board Level	**273**	265	274	270**	189**
Claims costs ($ millions)	**194.2**	264.7	283.4	196.1	199.7
Premium revenue ($ millions)	**305.7**	291.2	301.4	296.2	282.0
Investment income ($ millions)[7]	**106.3**	159.5	252.6	127.3	(33.5)
Benefits liabilities ($ millions)	**1,138.9**	1,151.9	1,085.5	1,005.4	1,013.9
Funded position ($ millions)					
Injury Fund [7]	**694.7**	703.2	521.1	298.3***	229.3
Reserves	**34.2**	34.6	117.6	150.4	60.8
AOCI [8]	**(2.7)**	(4.1)	(2.6)	(8.4)***	
Funding Percentage [9]	**144.7**	132.2	119.3	117.1***	119.0

1 Full-time equivalent workers based on Statistics Canada average wage and WCB payroll information as of December 31. Does not include workers for self-insured employers.
2 Based on new claims reported to, and accepted by, the WCB in the year. Does not include claims for self-insured employers.
3 These figures include fatalities for self-insured employers.
4 Average days on compensation based on all Time Loss claims paid within a 12-month period.
5 Active employers excludes employers whose assessment accounts were closed during the year.
6 All years are Board-approved rates.
7 Unrealized gains and losses on investments are recorded in investment income when incurred.
8 For 2012-2015, Accumulated Other Comprehensive Income (AOCI) includes actuarial gains (losses) on the defined benefit pension plan.
9 The calculation of Funding Percentage excludes the unrealized gains and losses on investments in the Injury Fund.
* Restated to include fatalities for self-insured employers.
** Restated to reflect the correct number of Board Level Appeals.
*** Restated 2012 to reflect the change in accounting for defined benefit pension plans.

Introduction

We are pleased to present the 2015 Stakeholders Report on behalf of the Saskatchewan Workers' Compensation Board. It is provided as a companion document to the 2015 Annual Report that is tabled in the provincial Legislature.

The Stakeholders Report is one of many ways the WCB demonstrates accountability to its customers for the way in which it delivers compensation and prevention services, benefits and programs to Saskatchewan employers and injured workers.

We help injured workers and their families through recovery and rehabilitation following a workplace injury. Our goal is to return all injured workers to suitable employment as soon as it is medically safe to do so. In recent years, our mandate has evolved to include workplace safety and injury prevention programming.

Our operations are guided by a Strategic and Operational Plan (SOP) developed by the executive management and approved by the Board. The SOP is reviewed annually and defines strategic priorities for the organization. The format of our SOP reflects our Balanced Scorecard strategy map. The SOP presents initiatives to achieve corporate objectives in four key areas: the stakeholders, internal, enablers, and financial perspectives.

Some of the highlights for 2015 are set out below.

As the WCB pursues its strategic and operational objectives, it must also identify any risks that could jeopardize that success and, through effective planning, create strategies needed to mitigate them. Our enterprise risk management process and the risk register is aligned with our SOP as well as our Balanced Scorecard.

In 2015, we shifted our focus from improvement initiatives to a more holistic approach of creating a culture of continuous improvement throughout every department within the organization. Our effective processes indicator was below target for much of 2015 but has steadily improved since mid-year. We have adjusted our measurements and targets for 2016 based on what we have learned about processes that are key to delivering value to our customers.

Each year, we use an independent Agency of Record to conduct customer service satisfaction surveys for both injured workers and employers. These surveys are conducted twice annually with each customer group. They are designed to specifically measure satisfaction levels with public service organizations.

- At year-end 2015, employers rated their overall satisfaction with claims services at 4.08 out of 5, up from 3.99 out of 5 in 2014. Workers with Time Loss injuries had an average satisfaction of 4.03 out of 5, up from 3.72 out of 5 in 2014.
- In 2015, we improved our quality assurance reviews so that we can better monitor adjudication and case management processes. Monthly reporting of quality assurance results also expanded. The result for the claims process index was 95 percent.

Through our WorkSafe partnership, we set the goal of reducing the Total injury rate to 6.80 percent in 2015. At December 31, 2015, Saskatchewan's Total injury rate was 6.30 percent, surpassing the target set for 2015, which is a 10 percent decrease from 2014.

- 96 percent of injured workers sustaining a Time Loss injury returned to work, achieving the WCB's 95 percent objective, but down from 97 percent in 2014.
- Average duration, the measure of timeliness of Return to Work, increased 1.91 days to 38.92 days per Time Loss claim.

Financially, in 2015, the WCB reported an Underwriting Gain of $25.8 million because of the decrease in claim costs. This compares to an Underwriting Loss in 2014 of $60.3 million. The Underwriting Gain, combined with the decrease in investment income of $53.2 million, Other Comprehensive Income of $1.4 million and a surplus distribution of $141.0 million, resulted in Total Comprehensive Loss at the end of the year of $7.5 million. This Total Comprehensive Loss and a slight draw-down of reserves results in a funded position at 144.7 percent.

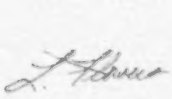
In 2015, 1,592 employers paid $27.7 million in surcharges while 23,148 employers received discounts of $28.3 million. The number of employers affected by the Experience Rating Program (ERP) was similar to 2014 when 1,563 paid surcharges and 22,629 received discounts.

- Claims costs totaled $194.2 million in 2015, a 26.6 percent decrease from 2014. The total claims costs consists of $207.2 million in cash expenses less a $13.0 million actuarial decrease to benefits liabilities.
- In 2015, compensation costs paid were $196.4 million. This is an $8.5 million increase from 2014, reflecting the fact that the maximum wage rate increased effective January 1, 2015.
- Administration costs for adjudicating and managing claims are also allocated to claims costs, bringing the total 2015 compensation payments to $207.2 million, a 0.4 percent or $8.9 million increase from 2014.

You will see we have continued with our commitment to provide annual updates on our implementation of the 2010 Committees of Review recommendations. We continue to make progress on accepted recommendations which had not been fully implemented by the start of 2015.

As you read in this report about the accomplishments, challenges and plans of the WCB, you will also see the product of our employees' dedication, commitment, and professionalism. Through their efforts and yours, 2015 has been a successful year for the WCB as we continue to serve the employers and workers of Saskatchewan.

Gord Dobrowolsky
Chairperson



Larry Flowers
Board Member

Garry Hamblin
Board Member

The five basic Meredith Principles are seen as the foundation of workers' compensation in Canada.

The Meredith Principles

The Meredith Principles were first articulated by Sir William Meredith in 1910, to describe the basic principles of a workers' compensation system in an industrial age. They were adopted by all Canadian jurisdictions as the foundation for their respective workers' compensation legislation. The principles represent an historic compromise in which employers fund the workers' compensation system and injured workers, in turn, surrender their right to sue their employer for their work injury.

Saskatchewan's compensation system began with these Meredith Principles in 1930 and has continually affirmed their importance.

The Meredith Principles ensure that your compensation system contributes to social and economic stability, and positively impacts quality of life in our province.

No fault compensation – every work-related injury is covered regardless of who is to blame – the worker, the employer, or a co-worker.

Security of benefits – the system is fully funded to ensure that there are sufficient funds to meet current and future costs arising from work injuries.

Collective employer liability – all employers contribute to the system based on industry groupings, thus ensuring certainty of payment for injured workers and removing the risk of bankruptcy for employers.

Independence of the Board – the system is governed by an independent Board which can fairly serve and respond to the needs of workers and employers without partisan political influence.

Exclusive jurisdiction – the Board has exclusive jurisdiction so that each claim can be considered on its individual merits and benefits can be provided promptly without the need to sue for damages.

We first reported on our use of the Balanced Scorecard as a performance measurement tool in our 2000 Annual Report. The scorecard allows us to focus the strategic lens that we use to direct the organization.

Balanced Scorecard

We first reported on our use of the Balanced Scorecard as a performance measurement tool in 2000. The scorecard allows us to focus the strategic lens that we use to direct the organization.

Our corporate strategy map documents our primary strategic objectives and shows how the four perspectives on the map link to reach our two overarching goals – worker and employer service excellence.

Our structured and integrated scorecard methodology guides our planning and decision making, and monitors performance. It also gives our employees a clear view from their work to corporate performance targets.

Cascading the scorecards with attention to corporate alignment gives us a clear line of sight between strategic objectives determined by the Board and the work that is planned to accomplish those objectives.

The staff use the scorecard and strategy map to align corporately. In 2015, we focused on developing a management system that supports a culture of continuous process improvement.

The scorecard and strategy map methodology views our organization from four perspectives. One perspective builds to the other, leading to the achievement of strategic objectives. Each perspective has its own set of strategic objectives that assemble a step-by-step blueprint for corporate success.

We continue to use targets and metrics to track and analyze our performance.

1. The Stakeholders' Perspective

Customer Satisfaction performance measures form the stakeholder perspective. Results lacking or targets not met here are indicators of improvement opportunities.

The other three perspectives roll up to achieve the strategic objectives set for this perspective.

2. The Internal Perspective

Metrics in this perspective tell us how well we are running programs and services.

3. The Enablers' Perspective

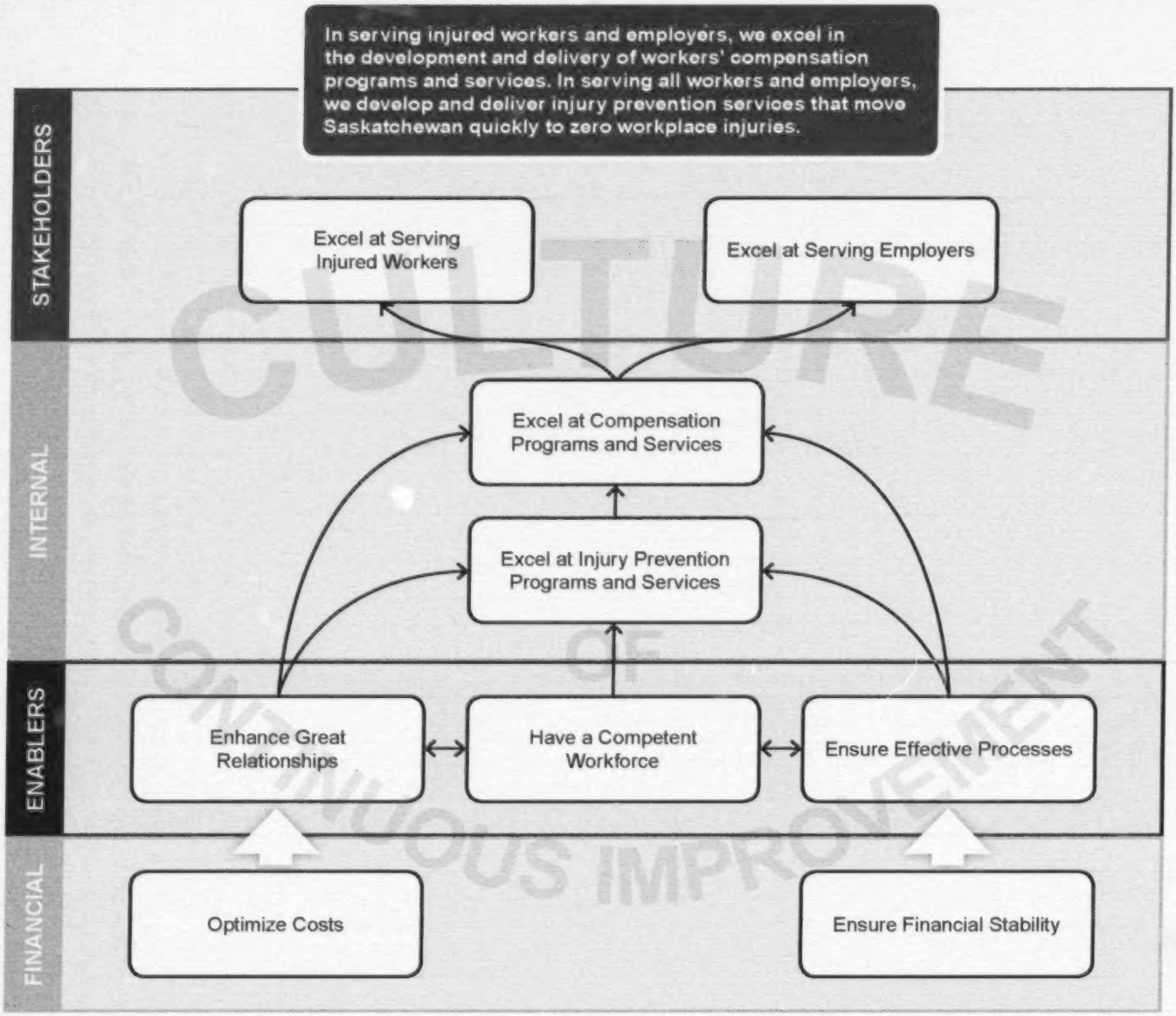
We are a knowledge-worker organization. Engaged people are our key resource, and continuous process improvement enables effective and efficient processes to deliver customer service excellence.

4. The Financial Perspective

This perspective helps ensure that we have adequate financial resources to fulfill our legislated obligations and execute our plan. We strive to ensure adequate financial resources are maintained to meet obligations to injured workers, by collecting the right amount of premiums, maximizing investment returns and being cost effective.

Aligning business activities to the organization's vision and strategy is only one benefit of the balanced scorecard and strategy map. Fostered by a culture of continuous process improvement, the scorecard and strategy map provide a framework for strategic and operational planning to reach set targets. It also improves internal and external communications by focusing attention on the critical few results and measures that indicate corporate success, and by monitoring our performance against strategic goals.

WCB Strategy Map


In serving injured workers and employers, we excel in the development and delivery of workers' compensation programs and services. In serving all workers and employers, we develop and deliver injury prevention services that move Saskatchewan quickly to zero workplace injuries.
STAKEHOLDERS
Excel at Serving Injured Workers
Excel at Serving Employers
INTERNAL
Excel at Compensation Programs and Services
Excel at Injury Prevention Programs and Services
ENABLERS
Enhance Great Relationships
Have a Competent Workforce
Ensure Effective Processes
FINANCIAL
Optimize Costs
Ensure Financial Stability
CULTURE OF CONTINUOUS IMPROVEMENT

2015 Balanced Scorecard Targets and Performance

Corporate Objective	Indicator	Target	2015 Performance
STAKEHOLDERS' PERSPECTIVE			
Excel at serving injured workers	Worker service satisfaction score	4.20	4.03
Excel at serving employers	Employer service satisfaction score	4.20	4.08
INTERNAL PERSPECTIVE			
Excel at compensation programs and services	Duration of Time Loss claims	35.5 days	38.92 days
Excel at injury prevention programs and services	Total injury rate	6.80%	6.30%
ENABLERS' PERSPECTIVE			
Enhance great relationships	Relationship index	95%	85%
Have a competent workforce	HR alignment index	95%	95.5%*
Ensure effective processes	Effective process index	95%	90%*
FINANCIAL PERSPECTIVE			
Optimize costs	Optimize cost index	99%	89.76%
Ensure financial stability	Funded position	105-120%	144.7%

*Annual average. All other indicators are as at December 2015.

Our Strategic and Operational Plans provide direction and focus on our foundational initiatives. Process improvement and service excellence remain the leading areas of priority for our organization.

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2016-2018 Strategic Plan

The Strategic Plan is rooted in the Meredith Principles and describes what the WCB holds to be true about Saskatchewan's compensation system, our stakeholders, and the nature of our relationships with workers, employers and the people of Saskatchewan.

Our 2016 to 2018 Strategic Plan

There are five elements to our Strategic Plan:

- Vision Statement
- Mission Statement
- Statement of Principles and Beliefs
- Value Statements
- Strategy Statements

Strategic planners considered what changes to these elements would be needed to reflect changes in our operating environment in the past year, as well as to our Balanced Scorecard and Strategy Map. They agreed that our Vision Statement and Statement of Principles and Beliefs remained current and relevant, and would not be changed. Minor language changes were made to our Values Statement.

The Mission Statement and Strategy Statements were amended by strategic planners.

The Board had given strategic attention to best practices in governance structures and models through 2015. Administration had put considerable effort in to the development and launch of a process improvement methodology for the WCB. Strategic planners agreed the continuing importance to the organization of both governance and continuous improvement, and greater emphasis on employer services, should be reflected in our Mission Statement and Strategy Statements.

Vision Statement

In serving injured workers and employers, we excel in the development and delivery of workers' compensation programs and services. In serving all workers and employers, we excel in the development and delivery of injury prevention programs and services that move Saskatchewan quickly to zero workplace injuries.

Mission Statement

In support of our vision, our mission is to:

- Ensure our governance structures and activities reflect sound governance principles.
- Provide the right service, at the right time, and be cost effective in our processes.
- Communicate clearly our distinct identity, benefits and beliefs.
- Ensure the organizational and financial integrity of the Workers' Compensation Board.
- Be accountable for our results.

Statement of Principles and Beliefs

Our corporate principles and beliefs are:

- All unintentional injuries are preventable.
- Compensation and prevention programs are a shared responsibility in the workplace.
- Injured workers and employers deserve excellent service.
- Workers, employers and others deal with us honestly.
- Employers care about their employees and care that their employees receive excellent service.

- WCB employees want to excel in providing customer service in a balanced and professional manner.
- We are guided by our corporate values, Code of Conduct and Ethics, and our responsibility for the protection of privacy of information, in all of our decisions.
- We will be socially responsible in fulfilling our mandate.

Values Statements

Our corporate values are the standards by which our actions and decisions are to be considered and judged by others and are rooted in our Code of Corporate Conduct and Ethics.

1. Health and Safety – we will achieve our mandate without compromising, first and foremost, the health and safety of our employees.
2. Dignity – those we serve and those we work with are treated with respect and consideration.
3. Fairness – those we serve and those we work with are treated equally and without prejudice or bias. We provide service in a timely manner.
4. Honesty – we are truthful with those we serve and those we work with.
5. Openness – our programs and services are easy to access and to understand. Our decisions and actions are clear, reasonable and open to examination.

Strategy Statements

The strategy statements are meant to be interrelated and mutually supportive. Taken together, strategy statements are meant to represent a comprehensive, preferred future for the organization.

Service: We will continuously improve all of our processes in all aspects of our business to provide service excellence to workers and employers in the delivery of disability management services and the administration of employer accounts.

Prevention: We will promote safety and injury prevention. We will support workers, employers and communities in the development and implementation of prevention programs that eliminate all unintentional injuries.

Relationships: We will foster a work environment that maximizes employee engagement and continue to build positive relationships with stakeholders built on trust, understanding and cooperation.

Strategic Management: We will follow a planning process that anticipates and responds to the environment, that integrates operational planning, that follows good governance principles, and that result in service and management excellence and efficiency.

Risk Management: We will follow a risk management framework that identifies and mitigates risks that jeopardize the implementation of the strategic plan, and that determines the risk appetite specific to its objectives.

Employee Relations: We will promote pride in WCB employees, require responsibility and accountability, and recognize individual and corporate achievements.

Operational Plan Report

In 2015, our foundational initiatives established in the last few years continued to be our focus. Continuous process improvement and service excellence remain the leading areas of priority for our organization operationally. We worked to build on these strategic underpinnings in an effort to create long-term stability and to better service our customers.

Improving customer satisfaction by continually adding value to the customer experience is fundamental. The changes we've put in place have begun to see the improvements in customers satisfaction and will continue to improve once fully in place, ultimately resulting in the achievement of our overall strategic goals. All of the investments we have made in the compensation system are intended to result in prevention service improvements that will benefit our customers long term. These themes helped guide our core process reviews, which are central to our service improvement strategy. In 2015, we continued to develop, improve and review our core service delivery processes.

Our Operational Plan is structured to reflect the four perspectives of our Balanced Scorecard:

- Stakeholders
- Internal
- Enablers
- and Financial

This annual Stakeholder Report is part of our annual reporting cycle to recount our progress on implementing the operational plan. The organizations vision and strategy is critical to aligning business activities and cycling back to the Scorecard and resulting Strategy Map. These help to improve internal and external communications by focusing attention on the critical few results and measures that indicate corporate success. Our regular reporting focuses on identified objectives, indicators, targets, and year end performance. The overall plan continues to represent an integrated approach to planning and implementation that relies on cooperation and collaboration between WCB business units and our strategic partners, including the Ministry of Labour Relations and Workplace Safety, the Occupational Health and Safety Division, industry, labour, and other partners such as our safety associations.

The operational plan also continues to have a three-year horizon and to respond as needed to our environment. This flexibility allows us to adapt to change without losing sight of our intended strategic and operational objectives.

The pages that follow provide highlights of the 2015 progress made by our staff on our Operational Plan.

STAKEHOLDERS PERSPECTIVE
Excel at Serving Injured Workers
Excel at Serving Employers

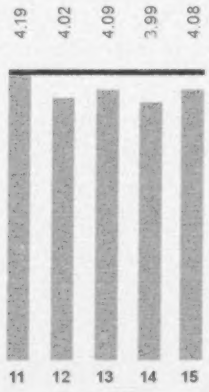
Achieves WCB Strategy Statements:

- **Service** – We will continuously improve our processes to provide service excellence to workers and employers in the delivery of disability management services and the administration of employer accounts.
- **Prevention** – We will promote safety and injury prevention. We will support workers, employers and communities in the development and implementation of prevention programs that eliminate all unintentional injuries.
- **Relationships** – We will foster a work environment that maximizes employee engagement and continue to build positive relationships with stakeholders that best serve the interests of workers and employers.
- **Strategic Management** – We will follow a planning process that anticipates and responds to the environment, that integrates operational planning, that follows good governance principles, and that results in service and management excellence and efficiency.
- **Risk Management** – We will follow a risk management framework that identifies and mitigates risks that jeopardize the implementation of the strategic plan, and that determines the risk appetite specific to its objectives.
- **Employee Relations** – We will promote pride in WCB employees and require accountability for individual and corporate achievements, and responsibility for how work is accomplished.

In 2015, we continued to focus on improving customer satisfaction through sustainable process improvements.

- Employer and worker overall satisfaction with claims service is driven by a variety of factors in two main categories: service quality and personal treatment by the WCB staff that serve them. Of these two, customers tell us that our staff is our strength and that we must focus on improving service quality as our priority. Accordingly, in 2015 we focused on improving underlying processes related to service quality in all aspects of our business with a particular focus on timeliness and communication.
- At year-end 2015, employers rated their overall satisfaction with claims services at 4.08 out of 5, up from 3.99 out of 5 in 2014. Workers with time loss injuries had an average satisfaction of 4.03 out of 5, up from 3.72 out of 5 in 2014.

- The improvement in employer satisfaction in 2015 is driven almost entirely by increasing satisfaction with timeliness drivers (decision making, service delivery, claim acceptance), and communications drivers (clear verbal communication, explanation of WCB actions, access to staff, answers phone promptly, responds to voice mail quickly).
- Improvements in worker satisfaction is driven by increasing satisfaction in both the service quality and personal treatment categories. As it relates to service quality, workers reported increasing satisfaction with all aspects of timeliness, communication, claim handling, and personal treatment.
- While these results are encouraging, they are not satisfactory. We did not achieve our 2015 customer satisfaction improvement goal of 4.2 out of 5 in overall satisfaction, and we have many improvements to make on the path to achieve our vision of providing excellent service.
- The result for the claims process index (composite index of monthly Quality Assurance audit results for case management, payments, and vocational rehabilitation) was 95 percent, achieving our goal. We will continue to improve our processes in 2016 so that they reflect the changing expectations of our customers.



EMPLOYER SERVICE FEEDBACK

Measure — Target 4.20

WORKER SERVICE FEEDBACK

Measure — Target 4.20

INTERNAL PERSPECTIVE
Excel at Compensation Programs and Services

Achieves WCB Strategy Statements:

- **Service** – We will continuously improve our processes to provide service excellence to workers and employers in the delivery of disability management services and the administration of employer accounts.
- **Prevention** – We will promote safety and injury prevention. We will support workers, employers and communities in the development and implementation of prevention programs that eliminate all unintentional injuries.
- **Relationships** – We will foster a work environment that maximizes employee engagement and continue to build positive relationships with stakeholders that best serve the interests of workers and employers.

This perspective tells us how well our compensation and prevention programs and services deliver quality service in a timely manner.

Our focus is service timeliness and service excellence in both our Operations and Employer Services departments. Implementation of the WorkSafe Saskatchewan Strategic and Operational Plan is a key contributor to success in this perspective.

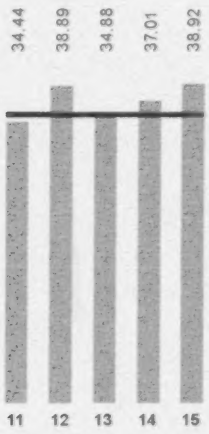
Continuous improvement of our programs and services is supported by:

- Process improvement,
- A competent workforce, and
- Relationships that contribute to achieving our Vision.

Initiatives and projects that accomplish this perspective are found in the Enablers perspective.

In 2015, 96 percent of injured workers sustaining a time loss injury returned to work, achieving the WCB's 95 percent objective.

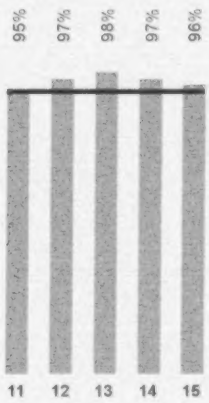
- Average duration, the measure of timeliness of Return to Work, increased 1.91 days to 38.92 days per time loss claim.



TIME LOSS CLAIM DURATION

Measure — Target 35.5

- The trend in the changing distribution (by age of claim) of all claims in our system continued in 2015, and is the primary driver of 2015 duration increases. The proportion of shorter, less severe claims in our system continues to decrease at a faster rate than longer, more severe claims – mathematically increasing the average duration of all claims in the WCB system. Last year, we reported that the five-year (2010-2014) impact of that trend on our average days per time loss claim measure was a 3.46 day increase. Year-end actuarial analysis shows the 2011-2015 five-year impact increased to 5.28 days.
- Relating specifically to the 1.91 day increase in 2015, the increasing proportion of back, shoulder, leg(s), and multiple body parts injuries in our system made up 1.61 of the 1.91 day increase.
- Declining Time Loss Claims (TLCs) led to a decrease in the rolling 12 month measure for Total Temporary Disability (TTD) days in 2015 – down 4.1 percent or 18,168 days to 425,415.
- Using the 12 month rolling actuarial claim count (all claims paid at least one 'complete day' of compensation in the system regardless of the age of the claim), we managed 10,931 time loss claims, a 8.8 percent or 1,054 decrease from 2014.
- The percentage of new registrations processed within 10 business days continues to improve. The improvements are primarily due to minor process changes.
- The improvements made to our online payroll reporting over the past few years have resulted in a continual increase in the number of employers who are using online services.
- Our 2016 improvement focus will be on sustainable improvements to claims processes that impact the service quality improvement priorities of our customers: improve timeliness of decisions, problem solving, and answering questions. Improve communications as it relates to access to staff and services, keep customers informed of claim status, and make forms easier to understand and complete.



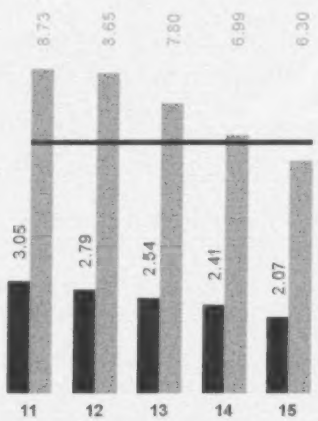
INTERNAL PERSPECTIVE
Excel at Injury Prevention Programs and Services

Achieves WCB Strategy Statements:

- **Service** – We will continuously improve our processes to provide service excellence to workers and employers in the delivery of injury prevention initiatives, disability management services and the administration of employer accounts.
- **Prevention** – We will promote safety and injury prevention. We will support workers, employers and communities in the development and implementation of prevention programs that eliminate all unintentional injuries.
- **Relationships** – We will foster a work environment that maximizes employee engagement and continue to build positive relationships with stakeholders that best serve the interests of workers and employers.

In 2015:

- The WCB uses a focused approach to injury prevention that includes four pillars: Awareness Campaigns; Education & Training; Targeting; and Partnerships and Leadership.
- Progress was once again made in 2015, as injury rates continued to fall. Saskatchewan's workers, employers, safety organizations, and WorkSafe partners deserve credit for their contributions to reducing the injury rate.
- The Total injury rate dropped to 6.30 percent, below the 2015 target of 6.8 percent.
- In 2015, the Time Loss injury rate dropped to 2.07 percent from 2.41 percent in 2014, surpassing the target of 2.20 percent.
- There were 8,417 new Time Loss claims (TLCs) in 2015 compared to 9,715 in 2014. This is a positive sign given that we covered 2,890 more full-time workers in 2015.
- The total number of claims reported decreased by 2,602 claims.
- The percentage of youth injuries as a percentage of all injuries dropped from 19.2 percent to 17.90, below the target of 18.92 percent. The total number of youth workplace injuries in 2015 was the lowest since we started tracking it in 2003. Since its peak in 2008, the number of youth workplace injuries has dropped by 3,590.
- The WCB accepted 32 fatalities in 2015 compared to 39 in 2014.



PROVINCIAL INJURY RATE

Lost Time Rate (per 100 workers)

Total Injury Rate (per 100 workers)

2015 Total Target Rate 6.80

ENABLERS PERSPECTIVE
Enhance Great Relationships

Achieves WCB Strategy Statements:

- **Relationships** – We will foster a work environment that maximizes employee engagement and continue to build positive relationships with stakeholders that best serve the interests of workers and employers.
- **Employee Relations** – We will promote pride in WCB employees and require accountability for individual and corporate achievements, and responsibility for how work is accomplished.

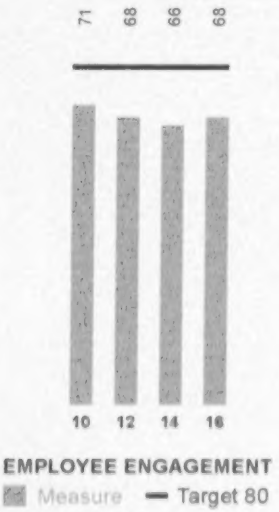
This perspective tells us how well our relationships, both inside the WCB and with our customers and stakeholders, are contributing to our business outcomes. Our focus is on:

- A healthy, safe and secure workplace for our employees.
- A WCB workforce that understands and performs its role in successful customer service, and
- Processes that help us and our customers improve outcomes in claims management, return to work, prevention and safety.

In 2015:

- One of the strategic objectives within this perspective is to foster great relationships. In 2015, the relationship index result of 85 percent was below the established target of 95 percent. There are two aspects to this objective – internal and external relations.
- The external relations component is measured in two ways – the number of ministerial inquiries we receive as well as the number of speaking engagements we participate in to advance our vision. We continue to engage our customers through meetings, presentations, customer surveys and partnerships that support program and service delivery goals and promote injury prevention and Mission: Zero.
- The internal component of the index is measured using an employee engagement survey tool. Having an engaged workforce is a significant contributing factor in achieving a customer centric organization. A third party administers our comprehensive engagement survey every two year and employees were asked to complete this survey late in 2015. The results showed 68 percent favorable (favorable is defined as a score of 4 or 5 out of 5) which is two percentage points higher than our previous survey.

- In addition to the broader survey, an abbreviated engagement survey is administered to employees on a quarterly basis. Questions in this survey focus on leadership, communication and service. Engagement results from this smaller survey were generally more favorable at 76 percent; however, this fell short of the engagement target of 80 percent.
- Our Communications area worked to redesign our external website to help meet customer needs that resulted in providing better access to content and increased opportunities for online services and information.



ENABLERS PERSPECTIVE
Have a Competent Workforce

Achieves WCB strategy statements:

- **Service** – We will continuously improve our processes to provide service excellence to workers and employers in the delivery of disability management services and the administration of employer accounts.
- **Prevention** – We will promote safety and injury prevention. We will support workers, employers and communities in the development and implementation of prevention programs that eliminate all unintentional injuries.
- **Relationships** – We will foster a work environment that maximizes employee engagement and continue to build positive relationships with stakeholders that best serve the interests of workers and employers.
- **Employee Relations** – We will promote pride in WCB employees and require accountability for individual and corporate achievements, and responsibility for how work is accomplished.

In 2015:

- Having a competent workforce is a key strategic objective for the organization. Our corresponding strategy has multiple initiatives relating to three key areas – employee recruitment, development and retention – which form the corporate Human Resources Alignment Index. The result for 2015 was 95.5 percent which surpassed the target of 95 for the year.

- The organization was pleased to again be named as a top employer in Saskatchewan as this directly contributes to positive recruitment and retention results. The WCB attends career fairs, promotes fair hiring practices, and recognizes employees for their contribution. The organization continues to support diversity through its Building the Future bursary program that provides meaningful summer employment opportunities for students with disabilities and students of Indigenous decent.
- The organization is also committed to supporting employee development and demonstrates this commitment through significant investment in initial and continued training. In addition to learning acquired from outside the organization, the WCB is equipped to provide significant development opportunities internally. For example, the Service Excellence team provides ongoing, comprehensive training to front-line Operations staff to help ensure they are well-prepared in their roles. Also, during 2015, Human Resources developed and delivered a wide-range of management training modules and information to help build the technical competence of our people leaders.
- Employee relations continued to be stable within our business environment with the four-year collective agreement expiring December 2016.

HUMAN RESOURCES ALIGNMENT

*The 2013 Stakeholders Report noted 89% for 2013, however it should be 88% as noted in the 2013 Annual Report.

ENABLERS PERSPECTIVE
Ensure Effective Processes

Achieves WCB strategy statements:

- **Service** – We will continuously improve our processes to provide service excellence to workers and employers in the delivery of disability management services and the administration of employer accounts.
- **Strategic Management** – We will follow a planning process that anticipates and responds to the environment, that integrates operational planning, that follows good governance principles, and that result in service and management excellence and efficiency.
- **Risk Management** – We will follow a risk management framework that identifies and mitigates risks that jeopardize the implementation of the strategic plan, and that determines the risk appetite specific to its objectives.

This perspective focuses management activities on continuous process improvement so that we continually deliver value to its customers.

In 2015:

- We shifted our focus from improvements based on specific process reviews and events to a daily continuous improvement approach. We installed daily management practices to increase the amount of engagement and effort spent on improvement of how we do our work. We have experienced gains in areas where these practices have been in place the longest and intend to continue to focus this initiative throughout the organization.
- We've incorporated some process changes that have enhanced response times to employer account inquiries, new registrations, as well as improved online access for employer payroll reporting.

FINANCIAL PERSPECTIVE
Optimize Costs
Ensure Financial Stability

Achieves WCB strategy statements:

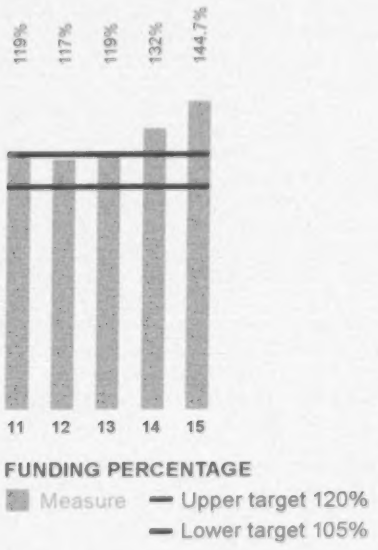
- **Service** – We will continuously improve our processes to provide service excellence to workers and employers in the delivery of disability management services and the administration of employer accounts.
- **Strategic Management** – We will follow a planning process that anticipates and responds to the environment, that integrates operational planning, that follows good governance principles, and that result in service and management excellence and efficiency.
- **Risk Management** – We will follow a risk management framework that identifies and mitigates risks that jeopardize the implementation of the strategic plan, and that determines the risk appetite specific to its objectives.

This perspective helps ensure we have adequate financial resources to fulfill our legislated obligations and execute our plan. We strive to ensure adequate financial resources by collecting the right amount of premiums, maximizing investment returns, managing claim costs and being cost effective. There are two performance indicators for this perspective:

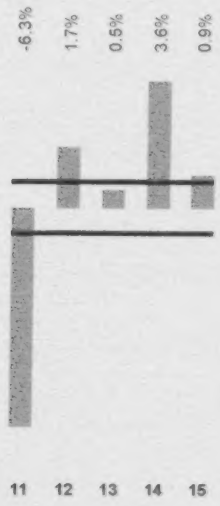
- Optimize Costs: An index comprised of our cost per claim and administration budget variance.
- Ensure Financial Stability: Our funded status.

In 2015:

- We reached an Optimize Cost Index of 89.76 percent falling short of our 99 percent target. This is due to the increased duration and severity of claims resulting from the changing distribution in the age of claims and medical costs and tertiary and physical therapy costs. The administrative budget was just outside the 2015 target range of plus or minus 0.75 percent.



- Our funding policy sets the parameters for the Injury Fund and each of our reserves. The targeted range for the Injury Fund is 5 percent to 20 percent of benefit liabilities, resulting in a targeted funding percentage of 105 percent to 120 percent. For 2015, our funding percentage was 144.7 percent, outside the targeted range of 120 percent. Substantially all of the increase in the funded position is related to investment earnings in 2015. During 2015, the WCB conducted an Asset Liability Study through an external consultant. This study incorporated actuarial asset liability projections and recommended the WCB review the current funding policy and rate setting model. The WCB is undertaking an independent consultant's review of our rate model and reviewing its funding policy. Management will be recommending options for the Board to consider with respect to the funding policy. Once the Board decides on any changes to the current funding policy, it will consider its options with respect to a distribution of an excess surplus distribution.



ANNUAL ADMIN BUDGET/ ACTUAL VARIANCE %

Budget Actual Variance %

Target Budget Variance -0.75% to +0.75%

Enterprise Risk Management

Enterprise risk management (ERM) identifies risks to achieving strategic and operational success, and the controls in place to manage those risks. We use identified risks as a reference in strategic and operational planning, budgeting and performance management.

The Board oversees the ERM process, which means the identification and evaluation of risk categories is completed by Executive Management with the Board reviewing the results.

The eight risk categories identified by Executive Management in 2015 were:

Risk Category	Definition
Process	The risk of loss resulting from inadequate or failed internal processes.
Governance	There is a risk that the WCB's governance structure does not protect the interests of the WCB. Governance processes are not formalized and implemented. Governance processes, at all levels, are not directed to the proper level of management and do not provide oversight.
Human Capital (People)	Risks related to the adequacy and execution of human resource standards, policies and practices.
Regulatory and Political	The risk that changes to government and laws could negatively impact the WCB's business model and activities. The risk that our relationship with stakeholders deteriorates.
Systems	Risks related to the quality and integrity of our technology.
Suppliers	Service and product providers/suppliers create a negative impact on business performance.
Financial	Risks related to achieving or maintaining the appropriate funding for the organization to function.
Environmental	A major adverse event that would impede the WCB's ability to conduct normal business activities.

Every four years a Committee of Review convenes to inquire into all aspects of WCBs operations.

Committee of Review Report

The Saskatchewan government establishes a WCB Committee of Review (COR) every four years. Our principal customers – workers and employers – are represented on each Committee. The Committee may inquire into any and all aspects of the WCB's operations. The Committees of Review can recommend amendments to legislation, or changes to the WCB's policies or practices. In the annual reports, we commit to report our progress on Committee recommendations that are within our authority to implement.

The following information describes the COR recommendations and actions we have taken:

- Lengthy recommendations are summarized where this did not change the meaning of the recommendations.
- Housekeeping recommendations, such as substituting one word or term for another, are not included in the information.
- The information below describes actions taken to date on the outstanding COR recommendations.

Recommendations to amend or enact legislation or regulations are outside our authority and are not included in the information. Unless otherwise noted, references to the Act mean *The Workers' Compensation Act, 1979* for the 2010 recommendations. The Act was revised in 2013 and all Committee recommendations going forward are subject to the 2013 Act.

We note where recommendations were addressed through our recently revised legislation. The 2014 Committee of Review has not reported out yet. Once we have their recommendations, we will provide updates on our progress toward the improvements undertaken as a result of their recommendations.

2010 Committee of Review

Several of the Committee's recommendations endorsed our procedures and practices. For example; recommendations that we:

- Examine rate groups to determine groups are decided in a fair and balanced manner.
- Continue to share injury data with OHS Division to support their prevention activities.
- Pursue improvements to return to work processes and partnerships with care givers.
- Keep our focus on improvements to our organizational culture and employee satisfaction.
- Monitor the effectiveness of our employee training programs and provide training as needs are identified.
- Continue our focus on continuous improvement using input from front-line staff.
- Ensure all policies are reviewed at least once every three years, according to current practice.
- Publish data on outstanding appeals and the wait times for resolution of appeals.
- Provide contact information so that claimants can follow-up on correspondence about WCB decisions.
- Continue to use medical evidence and opinion as criteria in our quality control and quality assurance reviews.
- Continue to provide self-employed people with the option of WCB coverage.
- Receive annual reports from OHS Division on their enforcement activities, as part of our Annual General Meeting.
- Continue to use industry safety associations as primarily responsible for the development and delivery of safety and prevention programming to employers in their industry.
- Establish safety associations in industries that do not have one.

2010 Committee of Review

Recommendations – Implemented or In Process	Comments
That we develop processes to minimize moral hazard (fraud).	We are committed to continual improvement of our processes and results. Our fraud policies and efforts are made public. A tips line allows anyone to report suspected fraud.
That we use one electronic physician's Return to Work form to ensure clarity and accountability and the timely distribution of information to the employee, employer and the WCB.	We agree. We are expanding our use of electronic reports through our new claims management system. This is intended to include report forms relating to fitness for work.
That we are able to accurately monitor return to work programs and ensure that they are being effectively applied and administered in alignment with duty to accommodate legislation, and that the programs incorporate: • Objective medical and physical restrictions and limitations; • Manager and supervisor engagement; • Employee, and where applicable, union engagement; • Monitoring; and • Evaluation.	We agree, in part. We do not have the authority to enforce duty to accommodate legislation. We do, however, support best practices in the workplace – including claim statistics and advice on return to work – through education and resources provided by our Prevention Department and by our Case Managers. Our corporate materials are continually updated to stress best practice RTW plan criteria and accommodation. Workshops are offered through Comp Institute and individually, on RTW programs and auditing.
That our decisions are explained in writing using plain language.	We agree. There is a quality improvement process ongoing in the Appeals Department and at the Board Appeal Tribunal. New WCB staff receive plain language training at new employee orientation. Staff receive training through the Foundation of Administrative Justice, and all staff have access to our Clear Language Guidelines which are published on the WCB's intranet.
That privacy considerations always be a priority and all applicable privacy legislation be respected.	Our privacy policies, procedures and framework for delivery are currently being reviewed. Changes required for the new legislation were made and policies and procedures were adopted to clarify when reduction or removal of information is appropriate and how information that is unrelated to decision making on a worker claim or employer file should be stored.

Recommendations – Implemented or In Process	Comments
That we make use of modern communication processes to get the right information to the right people at the right time.	The use of more online services was considered as we built our new claims management system and our new corporate website. We continue to look for opportunities to improve our online services.
That all monitoring and evaluation measures including time to first cheque be examined for unintended consequences and amended if necessary.	We agree. Corporate Balanced Scorecard indicators were confirmed and cascaded Balanced Scorecards for departments were updated. A review is underway to identify any unintended consequences of the speed of processing on quality of information. We continue to improve our claims processes to ensure that accuracy and timeliness are balanced.
That a comprehensive customer service survey be undertaken prior to the set-up of the next Committee of Review. The results of the survey to be made known to stakeholders and used to plan further action.	We have a regular program of customer service surveys, and use stakeholder focus groups when that is appropriate. High-level results are reported through our corporate Balanced Scorecard, and published in the Report to Stakeholders.
That a Board manual be created and provided to Board Members outlining their duties and obligations and the timing and frequency of same. It should be updated regularly and make up a part of the orientation of a new Board Member.	We agree. A governance project was started in 2012, continued through 2014 producing a new Governance Policy that was approved in June 2014. The policy clarifies and documents the roles and responsibilities of the Board, Board committees, the Chair and the CEO. An orientation manual for Board Members and the Board Appeal Tribunal was developed and is scheduled for annual review.
That adequate resources be provided at all levels of the appeal processes. That within two weeks of filing an appeal, all appellants be provided with a date on which they can expect their appeal to be heard.	We agree. Staffing levels have been reviewed, as have appeal processes. We agree. Letters of acknowledging appeals go out within two weeks of receipt of the appeal in most instances.
That adjudicators consult the WCB's medical advisory services and ensure their involvement in the early stages of complex claims adjudication to confirm the quality and extent of the medical information presented by the claimant's health care provider and adjudicator.	We agree. Processes have been modified to ensure medical officers are consulted appropriately in complex claims adjudication decisions.

Recommendations – Implemented or In Process	Comments
That the Board revise its pre-existing condition policy and procedures to ensure that the opinion of the injured worker's health care provider is obtained before making a decision to deny or terminate benefits.	Existing procedure PRO 01/2000 requires that we do this if needed. It may not be done in every case. Updated medical reports may be sought instead. This policy is under review.
That the Board ensure that it is evident that medical staff have considered a claimant's work history and any recent medical assessments before reaching a conclusion.	The template for medical officer memos has been improved.
That the WCB be more diligent with respect to benefit control and advise employers of its effort.	Benefits on each claim depend on the evidence collected to weigh the merits of the claim. In the few cases where fraud occurs, we seek prosecution through the justice system. Quality Assurance process, process reviews and file reviews, through Service Excellence implemented.
That voluntary incentive programs be offered within industries and sectors and implemented on a gradual basis. Industries would be responsible for how the incentive program would be structured. Payment for the programs would come from within the industry.	This recommendation was considered by the committee that reviewed the experience rating program.
That we set up a dedicated process for privacy through which all requests for information from files should be passed, and responses to requests be provided in a timely manner.	This recommendation is being considered. A review is looking at how this is done in other jurisdictions. This is being reviewed as part of a larger initiative on privacy issues.
That the rates for upcoming years be circulated to employer groups and large employers before finalizing them. Enhanced opportunities be offered to receive employer input prior to finalizing the rates. That we ensure that information on all aspects of rate setting continue to be provided at Compensation Institute and through other means.	Rate setting communications were expanded in October 2014 to a broader audience and included a webinar that is now permanently posted on our website.
That separate resources be established within the WCB dedicated exclusively to serving employers, especially small business employers and those new to the WCB.	Three additional account managers were hired in 2013. Additional options are being considered for small and new employers.
That a progress report be published annually listing the recommendations from the report of the Committee of Review, their status (implemented or not) and an explanation for that status. This report to be shared with stakeholders and posted on the WCB website.	This report will continue to be included in the annual Stakeholders' Report which is published on the WCB website.

Recommendations – Implemented or In Process	Comments
That we seek stakeholder input before finalizing any changes in policy.	We agree in part. The process to review policy is still being undertaken.
That we publish data showing the number of outstanding appeals and how long they have been in process.	We agree and we are doing this, in part. The statistics collected and reported are under review.

Recommendations – Not Implemented	Comments
That the WCB inform its claimants taking out annuities about the options and consequences of choosing an inflation protected annuity versus a flat rate option.	We do not have the expertise or the mandate to provide financial management advice to claimants. We encourage workers to seek expert financial advice.

Corporate Social Responsibility

We are guided by our Statement of Principles and Beliefs to be socially responsible as we fulfill our mandate. This accountability directly impacts the decisions we make and the actions we take in our workplaces and in our communities.

There are four ways that we practice social responsibility:

- Our leadership and influence in workplace safety and injury prevention.
- Our impact on our environment.
- A healthy and safe work environment for our employees.
- Our support of non-profit and community organizations.

Workplace Safety and Injury Prevention

We are uniquely positioned to be leaders and partners in workplace safety and injury prevention. We believe it is socially responsible to use our influence to reach Mission: Zero's goal of zero injuries, zero fatalities, and zero suffering.

Since 2002, WorkSafe Saskatchewan has partnered with the Ministry of Labour Relations and Workplace Safety. The WorkSafe partnership set ambitious goals from its inception and WorkSafe and its partners continue to collaborate, setting more ambitious targets aimed at bringing injury rates down more quickly.

WorkSafe continues to deliver significant value to our customers. We are proud of the role it has played in steadily declining injury rates, joint programming that reduces duplication of effort, helping workplaces manage their injury prevention programs, and social marketing that keeps safety and prevention a top of mind public issue. Our commitment to the partnership remains a central feature of our work in safety and injury prevention.

WorkSafe is also a strategic partner with Safe Saskatchewan Inc., a registered not-for-profit provincial organization led by a consortium of public, private, co-operative and non-profit sector partners whose vision is an injury-free Saskatchewan where safe lifestyles influence how we live, work and play.

Safe Saskatchewan's primary strategic priority is to facilitate and coordinate strategies and activities aimed at transforming Saskatchewan culture and positioning injury prevention as a core value.

You will find a report on WorkSafe's 2015 activities later in this report.

Impact on our Environment

In recent years, we have taken steps to lessen our impact on the environment:

- We automated transactions that are frequently used by employers and injured workers. For example, employer cost statements now are only available through secure online accounts.
- Monthly statements of administrative expenses are sent electronically to managers.
- Payment by electronic funds transfer is encouraged for injured workers. We also accept payments by credit cards. We continue to look for ways to reduce our reliance on paper and postage, and are working on offering more transactions online.
- Recycling programs include paper, cardboard, plastics, tins, and bottles.
- Recycling bins are on every floor of our workplaces, making it easy for our employees to participate. In 2015, our recycling program diverted 59,000 pounds of plastic, paper and other items from Regina and Saskatoon landfills.

- Our photocopiers default to two-sided copying, we route faxes directly to computers, and we scan our documents to make even greater savings on paper.
- Our water filtration system cuts down on the use of plastic water bottles.
- Compensation Institute cut down on paper by providing participants with flash drives versus paper and binders.
- When the WCB photocopier, printer and computer hardware become obsolete, the WCB donates this equipment to registered charities and schools.
- Our purchasing policy sources local vendors when possible and considers a company's green policies when reviewing tenders. We also look for a printing company's forestry sustainability designation when choosing print shops.
- We encourage video-conferencing to reduce travel between our offices, to save on gas consumption and emissions, and to reduce the risk of injury for our employees.
- Used batteries are collected and sent to a local vendor for disposal.

A Healthy and Safe Working Environment

We promote health and safety to our employees and offer our Healthy Lifestyles program to support their healthy choices. The program encourages our employees to set personal goals and helps to keep them motivated. An employee committee delivers the Healthy Lifestyles program, generating ideas to build interest and participation among our staff. Employees earn points in three areas: fitness and exercise, nutrition and lifestyle management, and spirit (mind, soul and social responsibility), and there are three levels of rewards – Bronze, Silver and Gold. Employees can earn up to $175 in rewards during the year. In 2015, 189 employees participated in the program earning $20,225 in rewards.

Other steps we take to promote safety and health to our employees include:

- Ergonomic assessments are done and adjustments are made to work stations to ensure the work station fits the employee. In 2015, 52 ergonomic assessments were completed, and 249 workstation adjustments were made.
- We bring fitness and weight management classes, and safety information sessions, to our Saskatoon and Regina offices. Our training rooms are used for exercise and yoga during the noon hours.
    - Health and Wellness efforts include:
        - Healthy Lifestyles Rewards Program
        - Yoga at Work – Essence of Wellness
        - Treadmill work station
        - Healthy Weight Initiative (Alliance & YMCA)
        - Promotion of LifeWorks Materials
        - Nutrition Month: "Cookspiration"
        - Clean Eating Program
- Information about community fundraising events that feature exercise is published to our employee intranet. Desk drops are used to remind employees of the importance of nutrition, fitness and staying safe and well. We take advantage of the change in seasons and holiday events to focus on safely performing yard work, preparing for holidays, and doing home repairs.
- We offer flu clinics to our employees, to help them through the winter flu season.
- We launched a new employee and family assistance program in 2015 "LifeWorks".

Special events that we observed or organized in 2015 include:

- NAOSH Week
- Mental Health Week and Mental Illness Awareness Week
- RSI (repetitive strain injury) Day
- National Drowning Prevention Week
- Nutrition Month (March)
- Parkinson's Awareness Month
- Food Bank Drive with Rider Pride Day

Our internal United Way committee had another successful fundraising year with many events held in support of this great organization.

Our employees raised funds for community organizations through events that promoted fitness and health:

- Steps for Life Walk in support of Threads of Life
- Saskatchewan Brain Injury Association's Brain Boogie
- GLOW, Canadian Cancer Society
- Juvenile Diabetes Walk
- Walk for ALS
- MS Walk
- Run for the Cure

We also offer group benefits programs to our employees, providing insurance coverage to maintain good medical, dental and vision health.

Support for Non-Profit and Community Organizations

We are fortunate to have employees who give back to their communities as volunteers and community leaders. We are proud of the difference they make to amateur sports, neighbourhood and community organizations, service clubs and local charities. To support their volunteerism, each of our employees can take up to one paid day a year to promote health and safety and work with charitable organizations.

In 2015, our employees contributed volunteer time to:

- Blood donor clinics
- Habitat for Humanity
- Sacred Heart School – Chili for Children lunch program
- Adopt a Family
- The Life Saving Society
- Mother Teresa Middle School
- The Regina Friendship Centre
- Steps for Life Walk/Threads of Life
- WCB Safety Ambassador Program

Our employees fundraise for organizations, too. In Saskatoon, our staff selects a monthly charity and then fundraises during the month through casual days, bake sales, raffles and contests. In many cases, a charity is chosen because of family members or friends who are experiencing a life challenge.

Charities and organizations that have received funds include:

- Mother Teresa Middle School
- University of Saskatchewan
- Farm Credit Corporation Drive Away Hunger Campaign (in support of the Regina Food Bank)
- Threads of Life
- Aboriginal Government Employee Network
- Vocational Rehabilitation Association of Canada
- Regina Open Door Society
- Chili for Children
- Saskatchewan Burn Fund
- 2015 Smudge Walk

In recognition of our employees' volunteerism, we again donated $2,500 to the Leader Post Christmas Cheer Fund (with proceeds going to emergency shelters for women and children) and $3,500 to each of the Regina and Saskatoon food banks.

In 2015, we launched the first annual Safety Ambassador Program. Teams of employees from across the organization were formed and were challenged to think of innovative ways to promote safety at work, home, or play. Many events were held with safety messages carried to hundreds in our communities.

Financial Support to Community Organizations

We provide financial support to charities and community organizations and events with objectives that complement our priorities. Through this support, we aim to help these organizations meet their goals.

In many instances, our support gives us access to events and audiences that are important to our corporate objectives.

In 2015, we supported:

- The annual Industrial Safety Seminar. This event has become the largest and most prominent event of its kind for safety professionals and safety organizations in our province.
- The Threads of Life Steps for Life Walk in Regina and Saskatoon. This event raises funds to support the families of people who have died or been seriously injured at work.

Also in 2015, we recognized non-profits that support the broader community:

- Saskatchewan Brain Injury Association
- CNIB (Canadian National Institute for the Blind)
- Shooting Stars Foundation
- Ronald McDonald House
- STARS (Shock Trauma Air Rescue Society)

The organization sponsored a number of career fairs during 2015 including:

- Sask Polytech Career Lunch & Learn
- U of R/First Nations University Career Fair
- Neil Squire Society – People with Disabilities Career Fair
- Stepping Stones Career Fair
- All Nations Job Expo
- University of Regina Career Fair
- 'See your Future' (target audience was high school students)
- CIC/CECS Job Fair (target audience was people who immigrated to our province)

Appeals

Appeals Department for Injury Claim Appeals

The Appeals Department is independent of the Operations Department where the initial claim decisions are made. The first level of appeal for injured workers or employers who disagree with a claim decision, is with the Appeals Department.

In 2015 the Appeals Department continued its focus of providing quality decisions in a timely manner.

Workers or employers who disagree with a decision of the Appeals Department may further appeal to the Board Appeal Tribunal, which is the final level of appeal.

Appeals Activity

	2015	2014	2013	2012	2011
Appeals Registered	**1,139**	1,070	1,006	841	940
Accepted	**303**	356	250	237	191
Denied	**785**	626	660	839	594
Returned for Development	**57**	12	10	18	65
Total Completed	**1,145**	994	920	1,094	850
Withdrawn	**44**	35	38	29	41
Appeals Pending	**82**	133	92	41	297
Average Days to Decision	**38**	39	21	70	131
Appeals Decided Within 30 Days	**35%**	28%	74%	17%	9%
Appeals Decided Within 45 Days	**33%**	63%	n/a	n/a	n/a
Appeal Meetings	**45**	56	22	45	54

Source of Appeals

	2015	2014	2013	2012	2011
Worker	**599**	659	566	510	555
Worker Representative	**55**	91	109	43	93
Workers' Advocate	**296**	193	201	207	165
Employer	**80**	63	62	64	69
Employer Representative	**109**	64	68	17	58
Total	**1,139**	1,070	1,006	841	940

Appeals Department (continued)

Nature of Appeals

	2015		2014		2013		2012		2011	
	total	*accepted*	total	*accepted*	total	*accepted*	total	*accepted*	total	*accepted*
Initial Acceptance	**377**	***97***	338	*122*	303	*78*	390	*76*	287	*58*
Relationship	**172**	***35***	142	*40*	147	*21*	174	*26*	124	*20*
Wage Loss Benefits	**124**	***46***	92	*52*	65	*19*	98	*29*	85	*36*
Cost Relief for Employer	**92**	***31***	85	*37*	93	*40*	49	*13*	37	*8*
Other	**70**	***14***	26	*17*	19	*17*	10	*2*	3	*0*
Recovery/Fitness	**45**	***12***	49	*16*	37	*8*	69	*18*	50	*14*
Recovery/Pre-existing Condition	**45**	***7***	33	*11*	46	*2*	62	*7*	50	*5*
Medical Expense	**40**	***15***	24	*10*	29	*13*	36	*13*	30	*9*
Suspension	**39**	***17***	26	*11*	47	*17*	34	*13*	22	*11*
Estimated Earning Capacity	**35**	***6***	22	*14*	33	*12*	42	*16*	30	*11*
Permanent Functional Impairment	**27**	***2***	20	*4*	27	*1*	24	*0*	15	*1*
Transportation Expense	**19**	***11***	19	*11*	17	*5*	28	*10*	21	*9*
Overpayment Recovery	**18**	***3***	14	*4*	17	*4*	15	*4*	6	*1*
Wage Base	**17**	***1***	8	*3*	8	*2*	15	*2*	6	*4*
Vocational Services*	**15**	***4***	11	*3*	13	*5*	21	*4*	5	*3*
Dependants	**2**	***1***	2	*1*	4	*3*	5	*3*	1	*0*
Independence Allowance	**2**	***1***	1	*0*	5	*3*	4	*1*	3	*1*
Total	**1,139**	***303***	912	*356*	910	*250*	1,076	*237*	775	*191*

The table provides the total decided appeals and of those, the number accepted.
2014 data does not include appeals that require development, appeals that can not be registered, and appeals that are withdrawn.
*Vocational Services was a new category in 2012 that includes, but is not limited to, retraining.

Assessment Committee for Employer Account Appeals

The Employer Services Department is responsible for employer registration, industry classification, experience rating and other services that affect an employer's WCB account.

Employer appeals follow a two-step process:

1. The Employer Services Representative or Quantitative Research Analyst who made the decision is asked to review it. Many client concerns can be resolved at this stage.
2. If the concern is not resolved, the employer can appeal to the Assessment Committee. The Committee will review the file and advise the employer of their decision, with reasons.

If the concern remains unresolved, the employer can appeal the matter to the Board Appeal Tribunal, the final level of appeal.

Appeals Activity

	2015	2014	2013	2012	2011
Appeals Received	**25**	22	20	38	26
Accepted					
Experience Rating	**3**	0	2	3	1
Classification	**1**	0	3	3	1
Coverage	**2**	1	0	2	1
Other	**3**	3	3	4	2
Total Accepted	**9**	4	8	12	5
Denied					
Experience Rating	**2**	9	1	5	9
Classification	**1**	2	1	5	3
Coverage	**3**	1	0	3	0
Other	**6**	3	7	9	5
Total Denied	**12**	15	9	22	17
Outstanding	**4**	3	3	4	4

Board Appeal Tribunal

Clients who are not satisfied with the outcome of first level appeals to the Appeals Department or Assessment Committee can request that their concern is reviewed by the Board Appeal Tribunal. The Board Members serve as the Board Appeal Tribunal. The Tribunal is the final level of appeal for all matters, unless there is a bona fide medical question to be decided by a Medical Review Panel.

In the latter part of 2015, in an effort to reduce a growing backlog of appeals, the Board approved a number of changes to its internal processes. These included:

- Changes to more issue-focused summaries on the files, to reduce preparation and review time required;
- Changes to handling of appeals on which new issues have been identified during the Board's review, allowing such new issues to be handled separately, without delaying a decision on the original appeal;
- Implementation of a centralized electronic system for booking hearings;
- Increasing the number of hearing days per week from two, to three or more, as demand requires;
- Increasing the number of hearings held per day from two to three;
- Reducing the length of notice that the Board requires for hearings, to allow greater flexibility in filling hearing slots vacated by last minute cancellations;
- Placing limitations on the number of times that a hearing will be rescheduled for an appellant who cancels without a reasonable excuse;
- Subject to the special requirements of the appeal, setting one hour for most hearings to be completed.

Appeals Activity

	2015	2014	2013	2012	2011
Appeals Received	**273**	266	275*	270*	190
Appeals Decided					
Accepted	**152**	95	148	116	121
Denied	**168**	102	81	103	102
Total	**320**	222**	229	219	223
Appeals Withdrawn	**22**	25	10	13	15
Appeals Pending	**173**	240	217	158	111
Average Number of Days to Decision	**295**	296	217	180	251
Oral Hearings	**103**	96	115	130	120

*2012 and 2013 statistics adjusted from previous report to reflect late registered appeals.
**2014 total decided of 222 included 25 withdrawn cases.

Board Appeal Tribunal (continued)

Source of Appeals

	2015	2014	2013	2012	2011
Workers' Advocate	**110**	128	132	129	98
Worker	**72**	79	63	77	46
Employer	**66**	20	31	31	31
Other Representative	**12**	33	38	19	7
Lawyer	**11**	3	4	7	7
Union Official	**2**	1	4	3	1
Family	**0**	2	2	1	0
Total	**273**	266	274	267	190

Nature of Appeals Decided

	2015		2014		2013		2012		2011	
		accepted		*accepted*		*accepted*		*accepted*		*accepted*
Initial Acceptance	**106**	***50***	84	*36*	77	*51*	61	*30*	68	*38*
Relationship (of condition to injury)	**69**	***23***	68	*19*	78	*44*	70	*28*	61	*26*
Cost Relief	**54**	***34***	10	*8*	12	*12*	5	*5*	21	*17*
Recovery/Fitness for Work	**30**	***16***	24	*10*	19	*15*	24	*19*	31	*16*
Estimated Earnings	**12**	***4***	9	*7*	10	*7*	14	*10*	16	*13*
Suspension	**10**	***6***	4	*3*	7	*5*	5	*4*	5	*3*
Other	**9**	***3***	8	*1*	11	*7*	19	*12*	8	*4*
Permanent Functional Impairment	**7**	***5***	4	*3*	5	*1*	6	*2*	2	*1*
Retraining	**7**	***3***	1	*0*	1	*1*	1	*0*	2	*1*
Expenses	**6**	***3***	4	*2*	2	*0*	3	*0*	2	*2*
Assessment/Surcharge	**6**	***3***	2	*1*	4	*4*	6	*2*	3	*0*
Wage Base	**3**	***2***	3	*1*	3	*1*	3	*2*	3	*0*
Independence Allowance	**1**	***0***	1	*0*	0	*0*	2	*2*	1	*0*
Total	**320**	***152***	222	*91*	229	*148*	219	*116*	223	*121*

The above table provides the total decided appeals, not counting those withdrawn, and the number of those accepted.

Board Appeal Tribunal (continued)

The Tribunal also determines other types of applications such as requests to issue orders allowing WCB to collect overpayments, applications under Section 169 of *The Workers' Compensation Act, 2013* (the Act) to determine if an action should be barred, and applications to determine whether certificates required with respect to Medical Review Panels comply with the Act.

Non-Appeal Applications Decided in 2015	
Medical Review Panels Certificates Reviewed	**15**
Section 169 Applications	**2**
Administrative Fines & Penalties	**0**
Overpayment Orders	**18**
Other	**0**
Total	**35**

Medical Review Panel

Certificates Received

	2015	2014	2013	2012	2011
Certificates Accepted	**6**	1	3	6	3
Certificates Denied	**9**	13	10	13	13
Cases Withdrawn	**0**	0	1	1	0
Total	**15**	14	14	20	16

A Medical Review Panel (MRP) is a panel of health care practitioners who are used when a medical decision about an injured worker is questioned. The MRP is the final step in the appeal process and the decision of the panel is binding on the worker and the WCB. The Act sets out how an MRP can be requested, who sits on the panel and how it will operate. The Board reviews the enabling certificate that supports the request for an MRP as well as the decision of the panel, to be sure that the requirements of the Act have been followed.

Medical Review Panel (continued)

MRP Activity

	2015	2014	2013	2012	2011
Panels Held	**3**	1	4	4	4
Decisions Made					
Accepted	**3**	0	0	4	1
Denied	**0**	1	4	0	3
Total	**3**	1	4	4	4

Nature of MRP Appeals

	2015	2014	2013	2012	2011
Relationship of Condition to Injury	**3**	0	3	4	2
Recovery/Fitness	**0**	0	1	2	2
Permanent Functional Impairment	**0**	1	0	1	0
Other	**0**	0	0	0	0
Total	**3**	1	4	7	4

Fair Practices Office

The Fair Practices Office (FPO) receives concerns about the fairness of WCB actions and decisions. Where appropriate, recommendations to resolve concerns are forwarded to WCB managers. The FPO 2015 Annual Report is available at www.wcbsask.com.

Comparative statistics for the years 2011 to 2015 are provided.

Number of Complaints / Inquiries Received

	2015	2014	2013	2012	2011
Complaints Received	**403**	363	415	484	432
Re-Opened	**37**	24	38	47	35*
Total	**440**	387	453	531	467*

* The 2011 report incorrectly showed 44 files re-opened and a total 476 inquiries received.

Source of Complaints / Inquiries (%)

	2015	2014	2013	2012	2011
Injured Workers	**90.3**	92.3	85.5	88.6	88.4
Employers	**9.2**	6.7	14.5	10.5	10.2
Other	**0.5**	1.0	0	0.9	1.4
Total	**100.0**	100.0	100.0	100.0	100.0

Response Time to Close (%)

	2015	2014	2013	2012	2011
0-7 Days	**57.9**	47.6	74.4	72.9	73.1
8-30 Days	**26.4**	32.3	15.2	17.8	17.8
Over 30 Days	**15.7**	20.1	10.4	9.3	9.1
Total	**100.0**	100.0	100.0	100.0	100.0

Category of Complaints / Inquiries Received

	2015	2014	2013	2012	2011
Disagree with Decisions	**386**	333	364	425	355
Information Requests	**127**	87	133	148	128
Timeliness & Process Delays	**70**	80	79	113	81
Communications/Service Issues	**92**	99	102	103	81
FPO Issues (systemic)	**1**	4	0	1	1
Total	**676**	603	678	790	646

Note: More than one complaint can be registered per inquiry.

Resolution (closed files)

	2015	2014	2013	2012	2011
Completed by FPO Without Referral	**237**	206	265	284	243
Called WCB for Clarification	**45**	44	41	76	52
Referral to WCB for Review	**119**	109	109	123	133
Total	**401**	359	415	483	428

Note: Two files remained open at the end of 2015, four at the end of 2014, one at the end of 2012 and four at the end of 2011.

Outcome of Referrals to WCB

	2015	2014	2013	2012	2011
Decision Changed	**20**	18	16	20	28
New Action Taken	**93**	87	84	93	92
Reviewed – No Change	**6**	4	9	10	13
Total	**119**	109	109	123	133

New & Amended Policies & Procedures

Policy directives include policy and procedure documents that form the basis of actions performed or decisions made under *The Workers' Compensation Act, 2013*.

Policies are authorized by the Board Members throughout the year in order to interpret legislation and regulation. Procedures are authorized by the Chief Executive Officer. They support policies and provide specific instructions for day-to-day tasks or functions, required to implement policy. The following policies and procedures were amended or introduced in 2015. All references to the "Act" are to *The Workers' Compensation Act, 2013*. WCB policies and procedures are available at the WCB's website, www.wcbsask.com, Policy & Legislation at the top right of the homepage.

Disfigurement Award Assessments (PRO 01/2015)

In accordance with POL 23/2010, Permanent Functional Impairment (PFI) – General and the most current edition of The American Medical Association: Guides to the Evaluation of Permanent Impairment (AMA Guides), the WCB's Medical Officers provide PFI evaluations for disfigurement awards. PRO 01/2015, Disfigurement Award Assessments, has been developed to establish the process for acquiring photographs from injured workers for the purpose of assessing and rating disfigurement. This is a new addition to the Policy Manual.

Compensation – Dependent Spouse After Initial Entitlement (POL 02/2015)

POL 02/2015, Compensation – Dependent Spouse After Initial Entitlement, has been approved by the Board Members. The policy update replaces POL 10/2009 and is effective March 1, 2015. This policy clarifies that when the surviving dependent spouse's initial entitlement has ended, they may be eligible to receive additional compensation equal to the difference between the initial compensation amount and the earnings that the dependent spouse is earning from employment. The policy also clarifies that these benefits will continue until the end of the month in which the dependent spouse reaches the age of 65 years.

Adjusting Original Wage – Injuries Before 1980 (POL & PRO 03/2015)

POL and PRO 03/2015, Adjusting Original Wage – Injuries Before 1980, establish the process for indexing the original wage base of workers who were injured before 1980. This policy and procedure replaces POL 24/83, Annual Review of Former Act Workers and have been updated to clarify the calculation used.

Modifications – Home, Vehicle and Work (POL & PRO 04/2015)

To help workers address quality of life and independence issues, the Act authorizes the WCB to pay for home, vehicle and work modifications for severely injured workers (Sections 111 and 115). This policy establishes the eligibility criteria for modifications and a new procedure has been developed to clarify the role of the Vocational Rehabilitation Specialist.

Rate Setting Model (POL 05/2015)

Under the Act, the WCB is authorized to set annual industry premium rates. The WCB uses an actuarial rate setting model that is based on the principle of collective liability. Industry premium rates are set annually based on the collective claims experience of all employers within each industry rate code. This policy supersedes POL 08/97 and has been updated to clarify our actuarial based model used to calculate these rates.

Classification of Industries – 2016 Premium Rates (POL 06/2015)

This policy is a regular annual update effective January 1, 2016. In October 2015, provisional premium

rate consultation sessions were held with employers and their associations. Taking into consideration the feedback received from these meetings, the Board Members have approved the 2016 premium rates as listed in POL 06/2015.

Maximum Assessable Wage Rate – 2016 (POL 07/2015)

Under Section 137(2) of the Act, the WCB is required to set a maximum assessable wage rate for payroll reporting and assessment purposes. Historically, the maximum assessable wage rate has been set in accordance with the maximum wage rate. Therefore, the maximum assessable wage rate will be $69,242 effective January 1, 2016.

Maximum Wage Rates – 2016 (POL & PRO 08/2015)

In accordance with the 2013 Act, effective January 1, 2016, the maximum wage rates are as follows:

- If the injury date is before January 1, 2014, the maximum wage rate is $58,941.
- If the injury date is on or after January 1, 2015, the maximum wage rate is $69,242.

Any adjustments in the calculation of loss of earnings because of an increase in the maximum wage rates will occur during the worker's annual benefit review on the anniversary date of the original commencement of loss.

Medical Fees – Hearing Services (PRO 50/2015)

This procedure establishes the standards for care and the fee schedule for WCB clients requiring hearing services. The new service fees and fee codes will apply to Saskatchewan Hearing Aid Plan (HAP) and private (non-HAP) hearing service providers accredited by the WCB. The service guidelines and fee schedule will be effective June 1, 2015.

Expenses – Travel and Sustenance – PSC Rates (PRO 51/2015)

This procedure was updated to provide the current rates at which the WCB staff and clients are to be reimbursed for travel and sustenance expenses incurred while attending to WCB business. As this procedure is based upon rates established by the Public Service Commission (PSC), it is revised each time the PSC revises its travel and sustenance rates. Decreases to both mileage rates will be effective May 1, 2015.

Health Care Services – Massage Therapists (PRO 52/2015)

The WCB accepts massage therapy as a pain management modality and will authorize funding when specific conditions are met. A new agreement regarding fees and practice standards has been agreed upon by the WCB and the Massage Therapy Association of Saskatchewan (MTAS). The updated fees and standards have become a stand-alone document that is now posted on our website in the care providers section.

Health Care Services – Exercise Therapists (PRO 53/2015)

The WCB and the Saskatchewan Kinesiology and Exercise Science Association (SKESA) have updated their relationship agreement regarding exercise therapy services for injured workers, effective August 1, 2015. The updated fees and standards have become a stand-alone document that is now posted on our website in the care providers section.

Expenses – Travel & Sustenance – PSC Rates (PRO 54/2015)

This procedure was updated to provide the current rates at which WCB staff and clients are to be reimbursed for travel and sustenance expenses incurred while attending to WCB business. As this

procedure is based upon rates established by the Public Service Commission (PSC), it is revised each time the PSC revises its travel and sustenance rates. Increases to both mileage rates will be effective November 1, 2015.

Medical Fees – Physicians (PRO 55/2015)

The WCB and the Saskatchewan Medical Association (SMA) have reached an agreement regarding the treatment of injured workers, reporting to the WCB, and the remuneration of physicians. The Agreement includes physician rate schedules effective October 1, 2015. This Agreement also directs that all physician service rates will be adjusted annually beginning April 1, 2016, using the negotiated SMA and Ministry of Health General Practitioner Composite Index for fee for service payment.

Default in Assessment Payment (PRO 56/2015)

In accordance with Section 8 of *The Workers' Compensation General Regulations, 1985*, the Bank of Canada's interest rate effective October 31st of the prior year will be added annually to 6 percent to arrive at the penalty to be applied when an employer fails to pay premiums required by the Act. Effective January 1, 2016, the annual penalty rate will be 6.75 percent with a monthly rate of 0.56 percent.

Minimum Compensation (Section 75) – 2016 (PRO 57/2015)

In accordance with Section 75 of the Act, on and after January 1, 1983, minimum compensation is to be not less than 50 percent of the average weekly wage as of June preceding the year in which the review of compensation occurs, or where the worker's average earnings are less than that amount, the amount of those earnings. Effective January 1, 2016, the minimum compensation will be maintained and will not be less than $490.33 per week, or the actual amount of the worker's average earnings.

Minimum Average Weekly Earnings (Section 70(5)) – 2016 (PRO 58/2015)

This procedure is an annual update. It establishes the minimum average weekly earnings for workers injured on or after January 1, 1980 and who have been receiving wage loss compensation for more than 24 months. In accordance with Section 70(5) of the Act, the minimum is to be set at not less than two-thirds of Saskatchewan's average weekly wage as of June proceeding the year in which the review of the compensation occurs. Effective January 1, 2016, the minimum average weekly earnings will be maintained and will not be less than $653.77.

Calculation of Net Compensation Payable (PRO 59/2015)

Section 2(3) of the Act states the WCB must annually establish a schedule setting out a table of earnings and probable compensation from employment for the purposes of Section 2(1)(k). Therefore, when there are any legislated changes to the income tax deductions, either federally or provincially, and these changes become available, the WCB will publish revised tables of earnings and incorporate them into the calculation of net earnings loss. CRA has announced federal and provincial changes to tax credit amounts effective January 1, 2016.

Consumer Price Index (CPI) – Annual Increase (PRO 60/2015)

Section 69 of the Act requires that compensation amounts be adjusted annually by the percentage increase in the Consumer Price Index (CPI). The basis for any increase is the average of percentage increases in the Regina and Saskatoon All-Items CPI for the 12 months ending on November 30 in each year. For 2016, entitlements will be increased 2.1 percent due to the CPI increase.

History of WorkSafe Saskatchewan

2002
Saskatchewan's Time Loss injury rate is the highest ever at 4.95%. WorkSafe Saskatchewan is formed.

2003
WorkSafe promises a 4.00% Time Loss injury rate by 2007, an ambitious 20% reduction.

2004
The average WCB premium rate for employers peaks at $2.05.

2006
Total injury rate is 10.18%.

2007
Time Loss injury rate drops to 3.80% surpassing the 4.00% goal.

2008
WorkSafe launches Mission: Zero at the WCB Annual General Meeting.

2009
Safe Saskatchewan adopts Mission: Zero. Total injury rate is 9.32%.

2010
127 leaders sign the first Health and Safety Leadership Charter.

2011
The average WCB premium rate is $1.61, the lowest in a decade.

2012
Time Loss injury rate is 2.79%. Total injury rate is 8.65%.

2014
Total injury rate is 6.99%. 87% of Saskatchewan employers achieve Mission: Zero.

2015
Average premium rate is $1.46, the lowest since 1987. Time loss injury rate is 2.07%. The Total injury rate drops to 6.30%. 433 leaders have signed the Charter.

WorkSafe™
SASKATCHEWAN
Work to live.

WorkSafe Saskatchewan

The WorkSafe Saskatchewan partnership between the WCB and the Ministry of Labour Relations and Workplace Safety (LRWS) was formed in 2002 when the provincial Time Loss injury rate was at an all-time high of 4.95 percent. The mandate of the partnership was to develop and execute on strategies that would bring about a significant and sustained reduction in workplace injuries. In 2015, the WCB reported a 2.07 percent Time Loss injury rate and a 6.30 percent Total injury rate.

The Strategic Objective is to reduce the Total injury rate to 5 percent by 2018. The overall goal is zero injuries and zero fatalities. WorkSafe, along with our partners, is achieving our injury reduction goals through the four pillars of prevention: targeted and general campaigns to raise awareness and change behaviour, education and training, targeted interventions, developing leadership and enhancing partnerships. The WorkSafe partners hold regular meetings to ensure integration of activities.

Focused Priority companies

Each year, the WorkSafe partners identify companies whose injury rates exceed that of their rate code or who have higher than average total injuries. As of December 31, the Focused Firms reduced their combined total injury rate by 19.25 percent. The target was 10 percent. There were 126 employers on the Focused Firm listing in 2015.

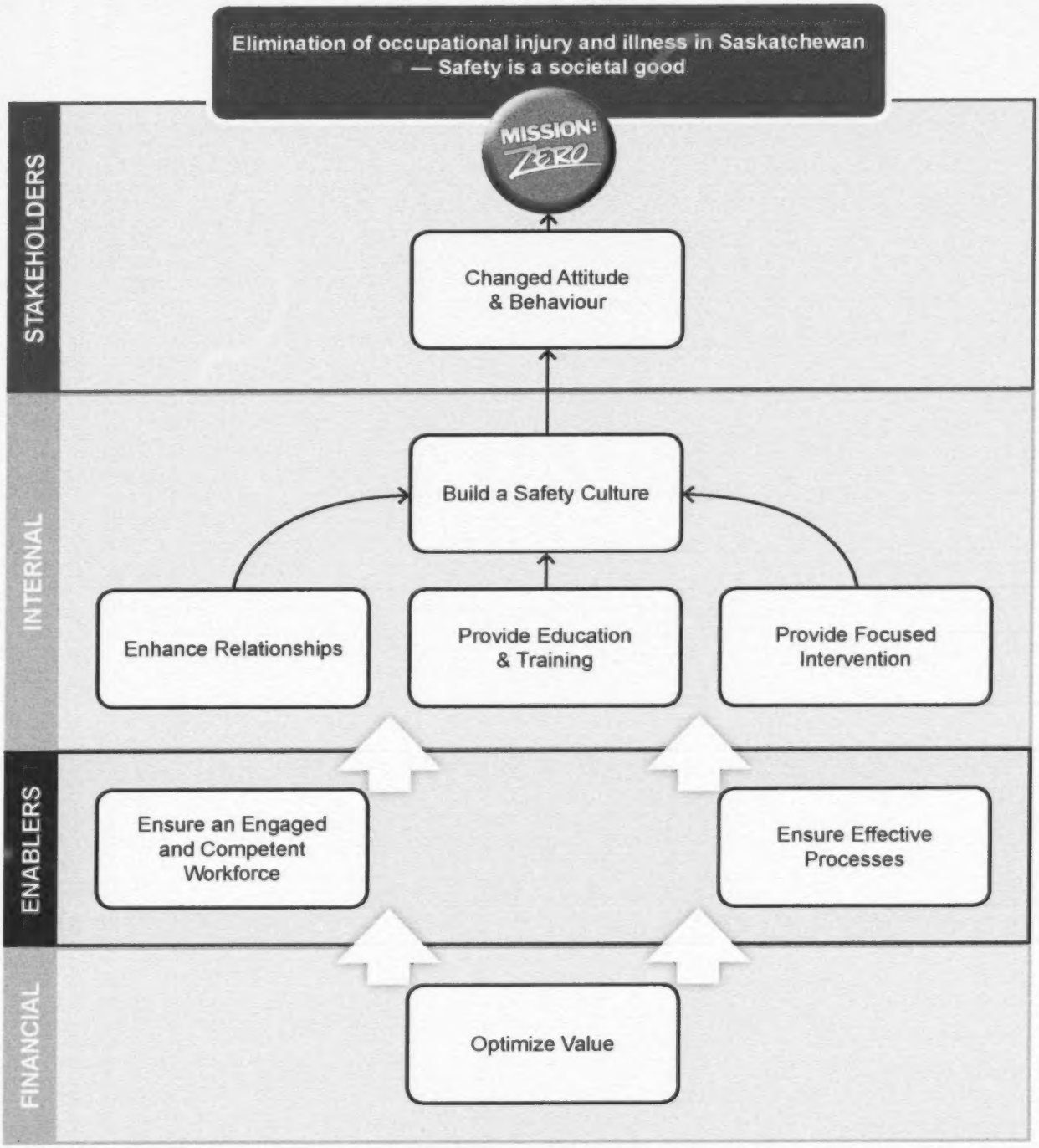
Targeted Field Campaigns (TFC)

- Residential Construction TFC: The Residential TFC was developed through a partnership between WorkSafe and the Saskatchewan Construction Safety Association (SCSA). The first TFC took place in May and June and the second TFC ran in September and October. The total injury rate for B12 (Residential Construction) decreased by 16.06 percent from 12.89 percent in 2014 to 10.82 percent in 2015.
- Manufacturing TFC: WorkSafe, the Safety Association for Saskatchewan Manufacturers (SASM) and the Saskatchewan Chiropractic Association cooperated on the implementation of the Manufacturing TFC in September and October. The focus of the TFC is a reduction of back and shoulder injuries through improved ergonomics. This TFC will continue in 2016.
- Youth Safety Orientation TFC: There are several partners that are supporting this initiative. The resources to help employers provide effective safety orientations are developed and available on the WorkSafe website. The site visits to specific employers will start in 2016.
- Guarding & Lock-Out TFC: WorkSafe implemented the first step of a new TFC that was focused on safe guarding and lock-out in late 2015. Targeted inspections were completed in November and December. Data from the inspections will be analyzed and compiled into a report with recommendations as to next steps.

Healthcare

The Saskatchewan Associations for Safe Workplaces in Health (SASWH) and WorkSafe continue to make progress on the WorkSafe Healthcare Strategy. The total injury rate for the healthcare rate code (G22) decreased 10.35 percent from 9.47 percent in 2014 to 8.49 percent in 2015. The 13 facilities that were targeted in this strategy saw their total injury rate decrease from 7.82 percent in 2014 to 6.77 percent in 2015. Their claims decreased from 1,277 to 1,139, which is higher than the target of 937 set for 2015. Nine of the 13 targeted health care facilities have seen a decrease in the number of claims.

WorkSafe Strategy Map



Youth

Protecting young people as they enter the workforce also remains a priority for WorkSafe. There have been four youth-related fatalities in 2015 compared to five in 2014. Youth-related injuries decreased from 5,412 in 2014 to 4,573 in 2015. WorkSafe reached 7,375 youth through various presentations and events. WorkSafe was able to reach an additional 3,315 youth through our partnerships with the SFL Ready for Work Program, the Saskatchewan CNIB – Eye Safety Program and the Saskatchewan Safety Council – Early Safety Program. WorkSafe continues to sit on the Early Safety Training and the Skills Canada Committees.

To help raise awareness and teach young people about workplace safety, the WorkSafe Street team took part in 18 events around the province.

Development continues on the new Youth Workplace Injury Prevention Strategy. The Young Worker Readiness Certificate Course (YWRCC) has been updated and a new project to refresh the Ready-for-Work materials, which are used by teachers, will take place in 2016.

Involved

WorkSafe held its annual day-long learning event in Yorkton in October. The Yorkton event, hosted in partnership with the Yorkton Chamber of Commerce, welcomed over 70 employers and workers representing various businesses and organizations from the Yorkton area.

WorkSafe continues to seek and maintain formal partnerships in order to promote Mission: Zero and support injury prevention. WorkSafe now has 39 formal and active partnership agreements with various non-profit organizations across the province.

Awareness

WorkSafe continues to build awareness around the need to take action for injury prevention. In an annual survey of Saskatchewan working public, 77 percent of the Saskatchewan population is aware of WorkSafe and Mission: Zero. This is an increase from 2014 when 73 percent were aware of WorkSafe and Mission: Zero. Thirty-six percent of survey respondents say Mission: Zero motivated them to change their behavior. This is up from 33 percent in 2014.

WorkSafe continued to run a distracted driving campaign. In 2014 this campaign ran in two targeted areas of the province. In 2015, the campaign was expanded to run province-wide. Post-campaign surveying indicated drivers self-reported greater self-awareness about distracting-driving behaviours and decreased texting while driving.

Education & Training

The WCB Prevention Department continues to offer classroom training courses in Occupational Health Committee (OHC) Level 1, OHC Level 2, OHC Level Train-the-Trainer, OHC Level 2 Train-the-Trainer, Supervision & Safety, Effective Return to Work, Computer Workstation Assessment Training, Back Talk and Understanding the WCB. In 2015, the WCB delivered classroom training to 4185 participants.

Online training continues to be popular. WHMIS 1988, WHMIS 2015, Inspections and Investigations courses are available on the WorkSafe website. In 2015, 4,918 participants took WorkSafe online training. In total, 9,103 people completed WorkSafe training courses.

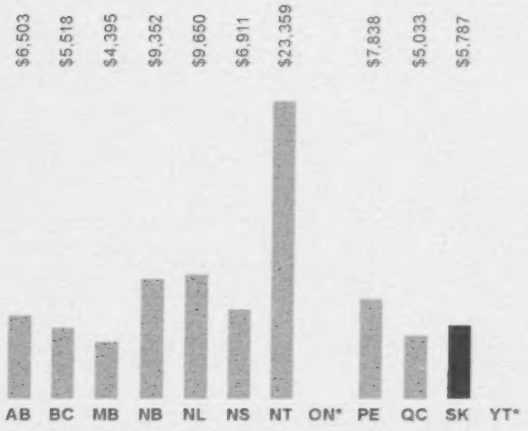
The Association of Workers' Compensation Boards of Canada (AWCBC) represents nationally the workers' compensation boards or commissions of each Canadian province or territory.

Comparison with Canadian WCBs

The Saskatchewan Workers' Compensation Board is a member of the Association of Workers' Compensation Boards of Canada (AWCBC), a national non-profit organization represented by the workers' compensation board or commission from each of Canada's provinces and territories.

Through the AWCBC, the Chief Financial Officers of the Canadian boards and commissions develop financial and statistical indicators to describe the workers' compensation insurance system in Canada overall, and to provide comparisons across jurisdictions.

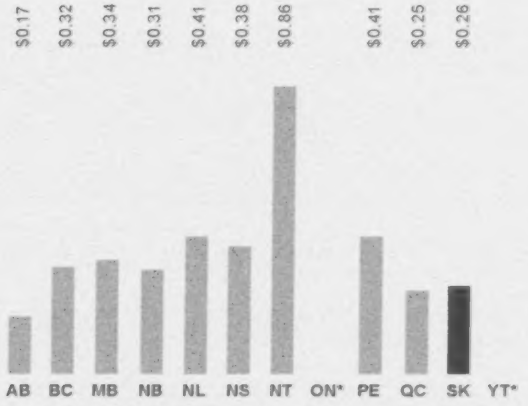
The following comparisons are based on 2014 data (the most recent data available).



Administration Cost per Time Loss Claim

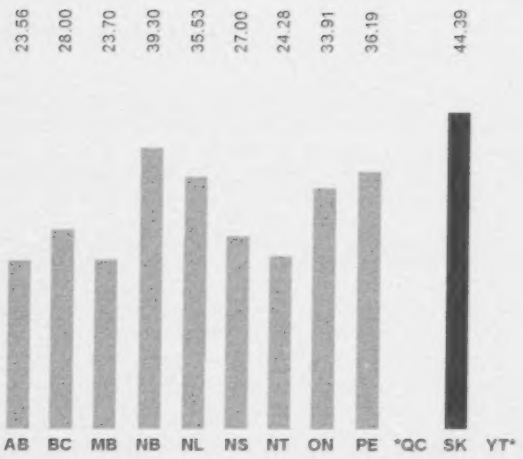
The WCB and AWCBC use different criteria when counting Time Loss claims for this key statistical measure. The AWCBC counts claims with the same injury and registration year, as of March 31 of the following year. The WCB counts Time Loss claims registered and accepted in the year, regardless of the injury date.

***Ontario and Yukon data unavailable**



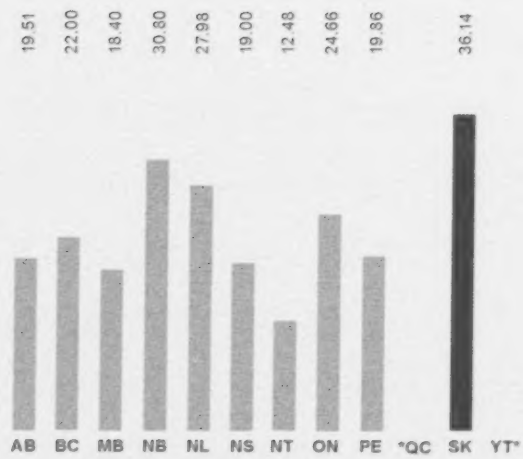
Administration Cost per $100 Assessable Payroll

***Ontario and Yukon data unavailable**



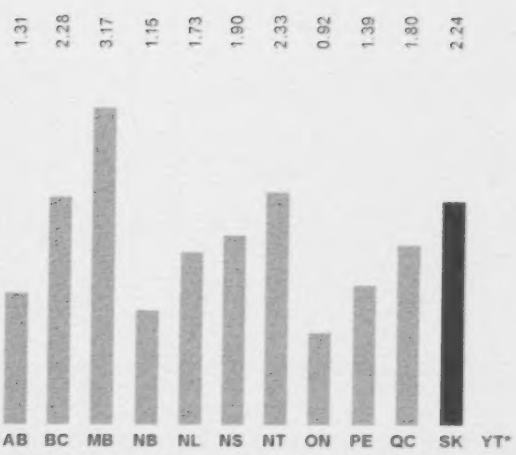
Average Calendar Days from Injury to First Payment Issued

*Quebec and Yukon data unavailable



Average Calendar Days from Registration of Claim to First Payment Issued

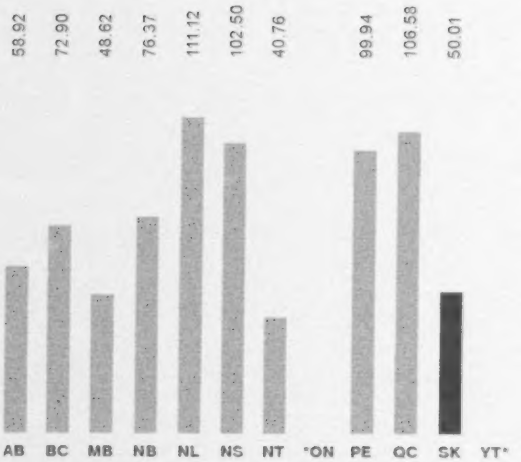
*Quebec and Yukon data unavailable



Injury Rate per 100 Workers of Assessable Employers

***Yukon data unavailable**

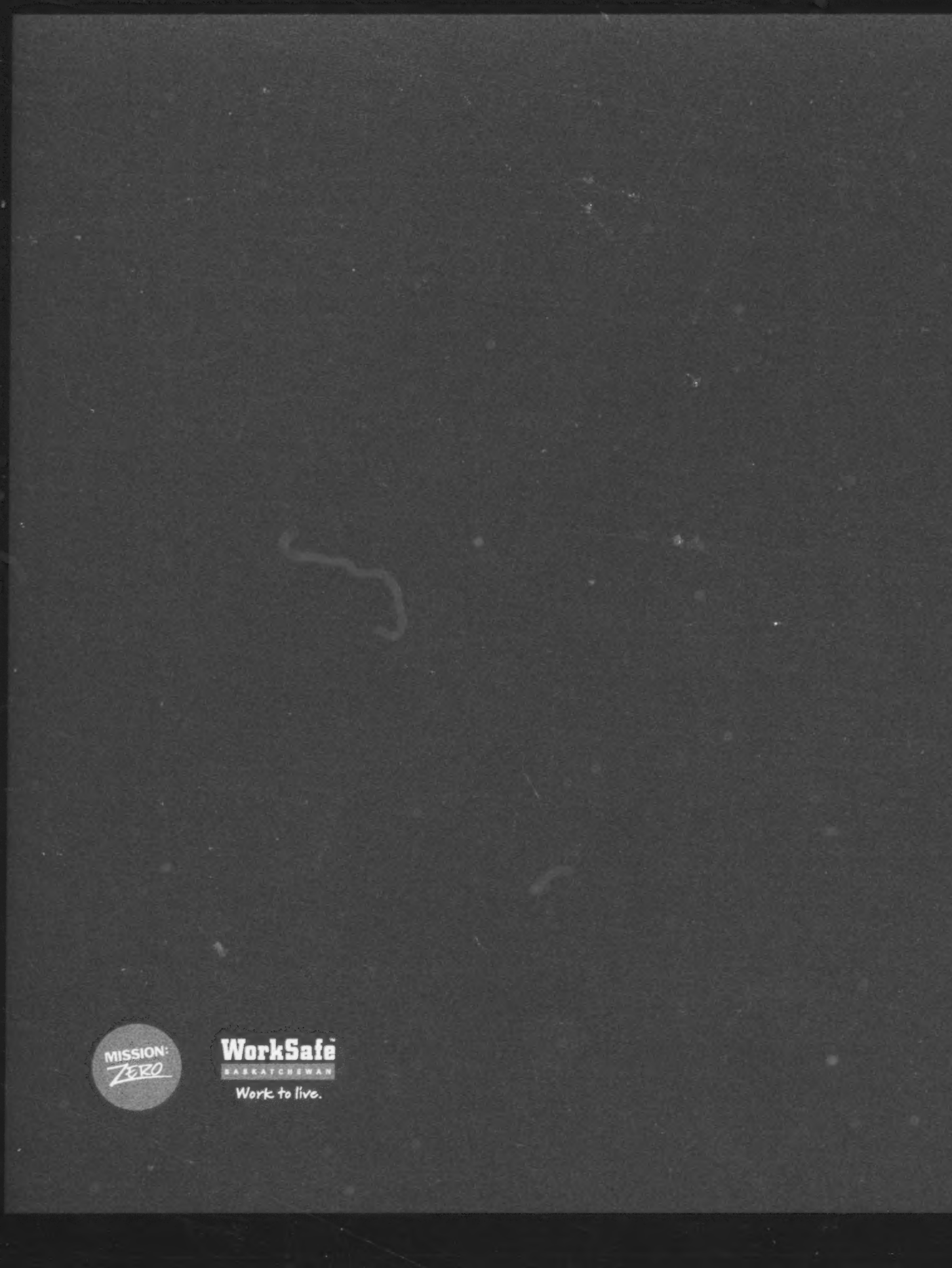
AWCBC statistics are based on accepted national definitions and may not be the same as statistics published in WCB annual reports. The definition of this measure is, the number of new Time Loss claims for assessable employers per 100 workers of assessable employers.



Average Composite Duration of Claim (in days)

*** Ontario and Yukon data unavailable**

You can view the complete report on 2014 Key Statistical Measures and Indicator Ratios at the AWCBC's website www.awcbc.org.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